
Team Training for High Performance Teams

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Overview

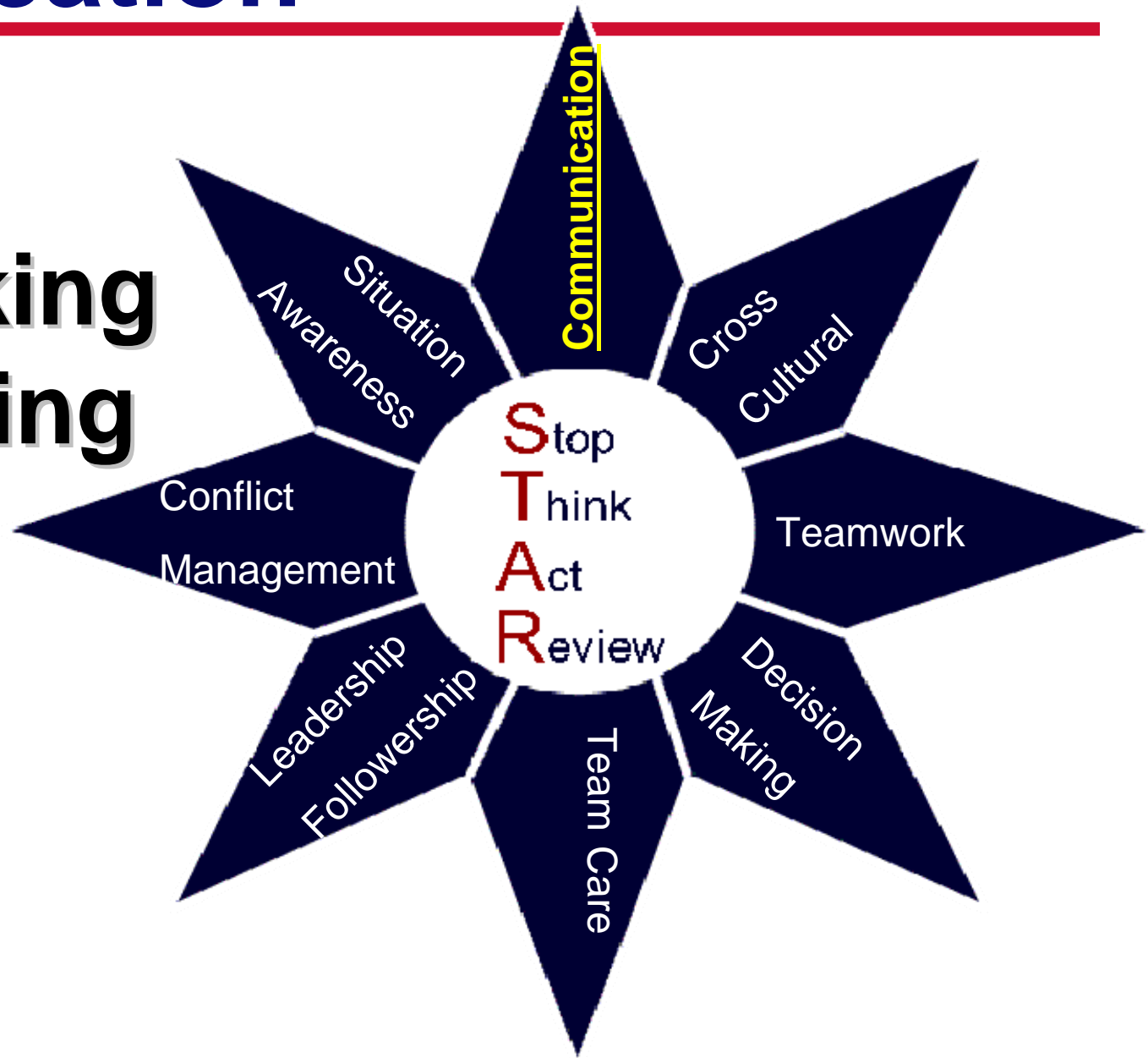
- **8 team skills for a High Performance Team**
- **5 Lessons Learned**
- **Specific ideas that you may be able to use**

Our Team Skills Model



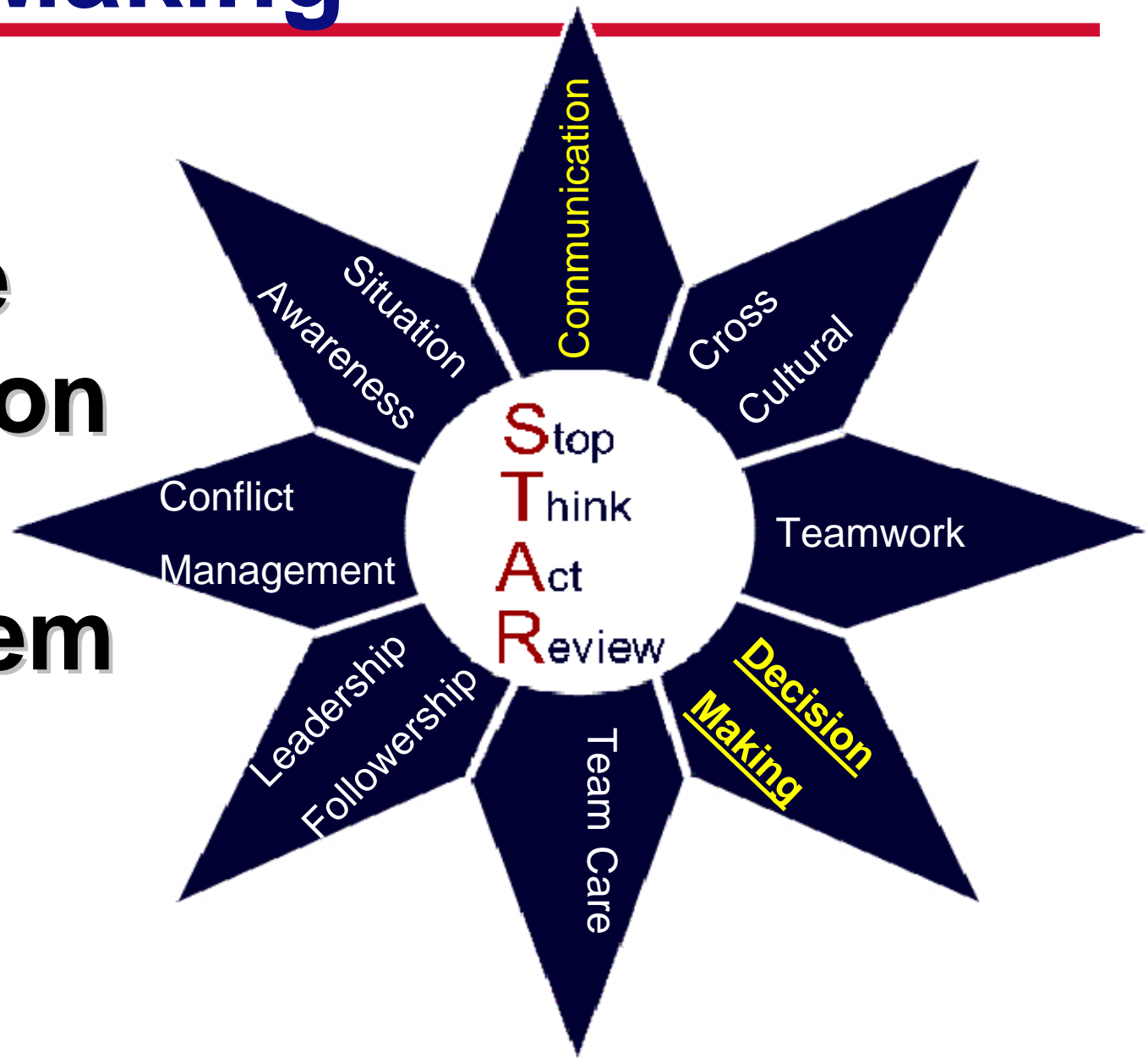
Communication

**Better talking
and listening**



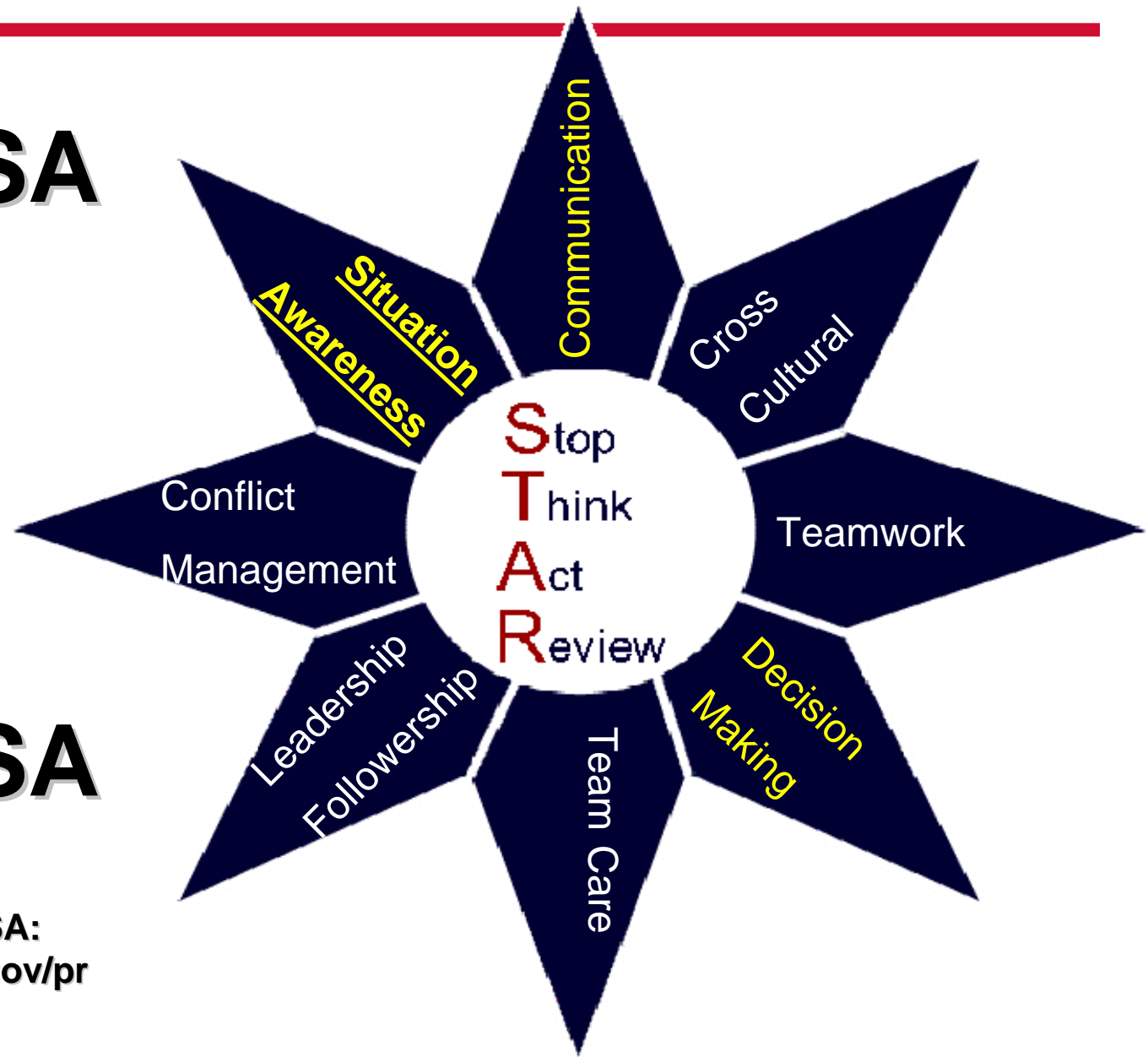
Decision-Making

Finding the
right solution
for the
right problem



Team Situation Awareness (SA)

**Individual SA
building
Team SA
providing
context for
individual SA**



•My 2007 PMC pitch on Team SA:
<http://pmchallenge.gsfc.nasa.gov/presentations2007.htm>

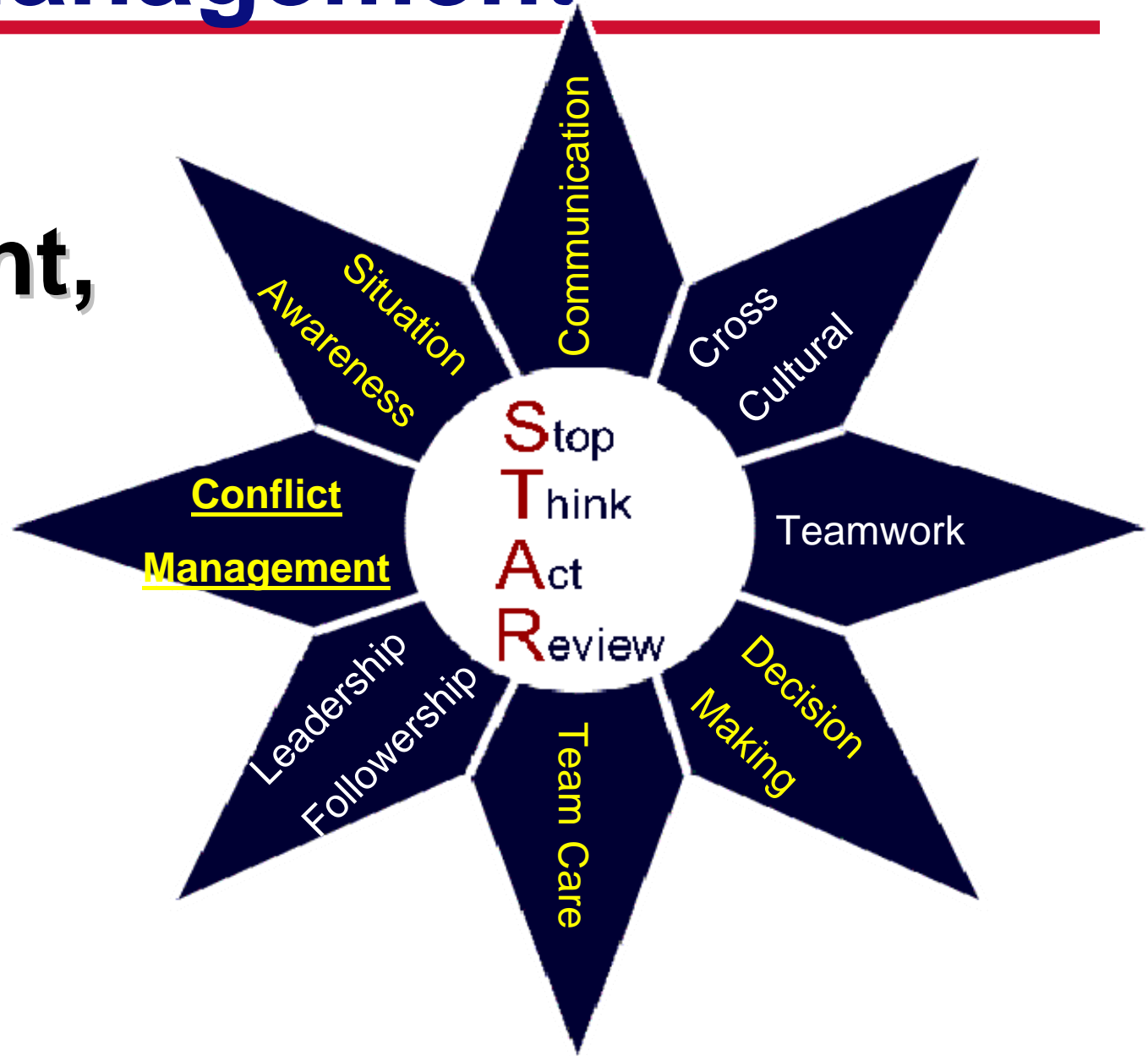
Team Care

Looking out
for each other



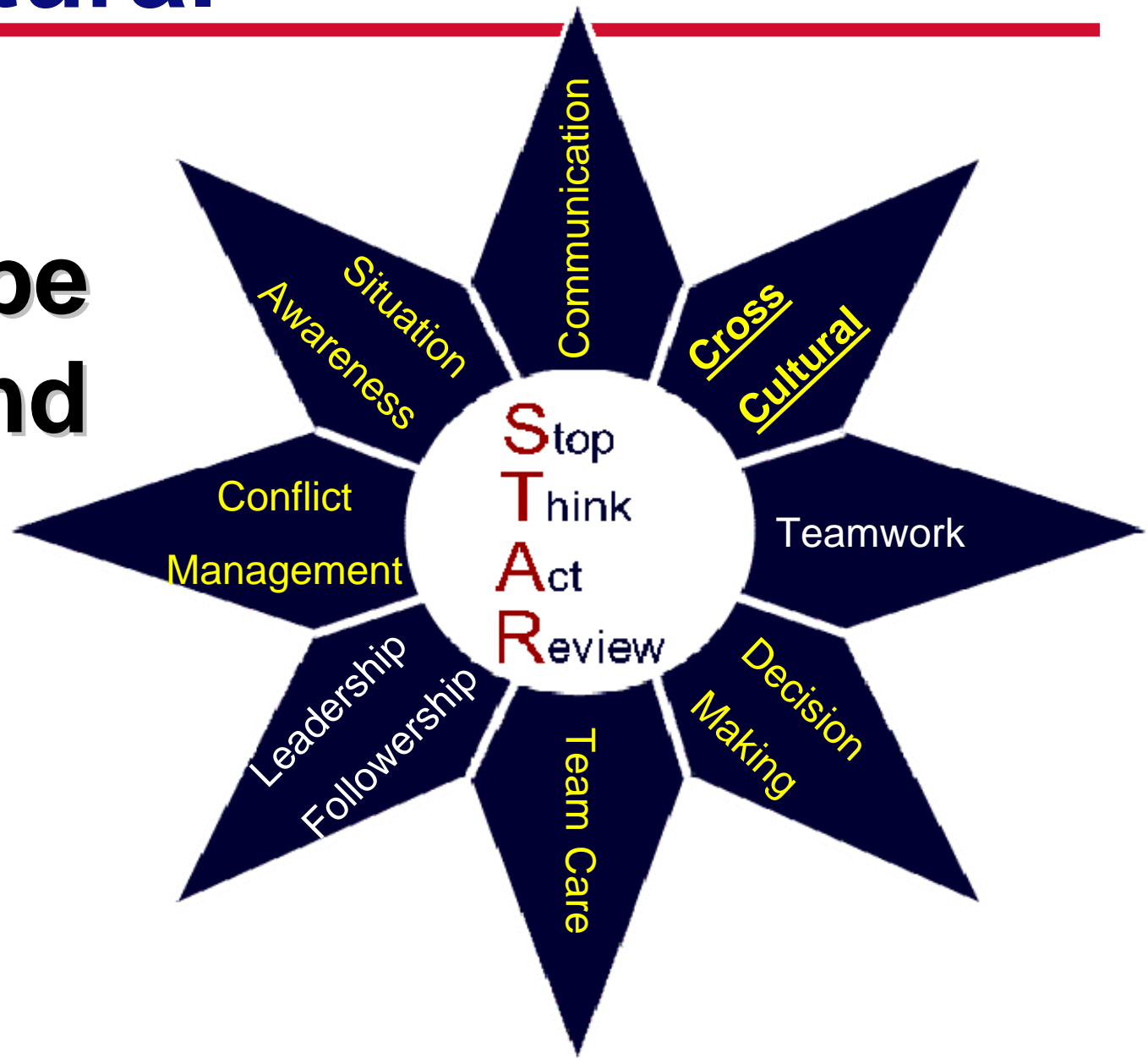
Conflict Management

What's right,
not who's



Cross-cultural

They may be
different and
still valid



Leadership/ Followership

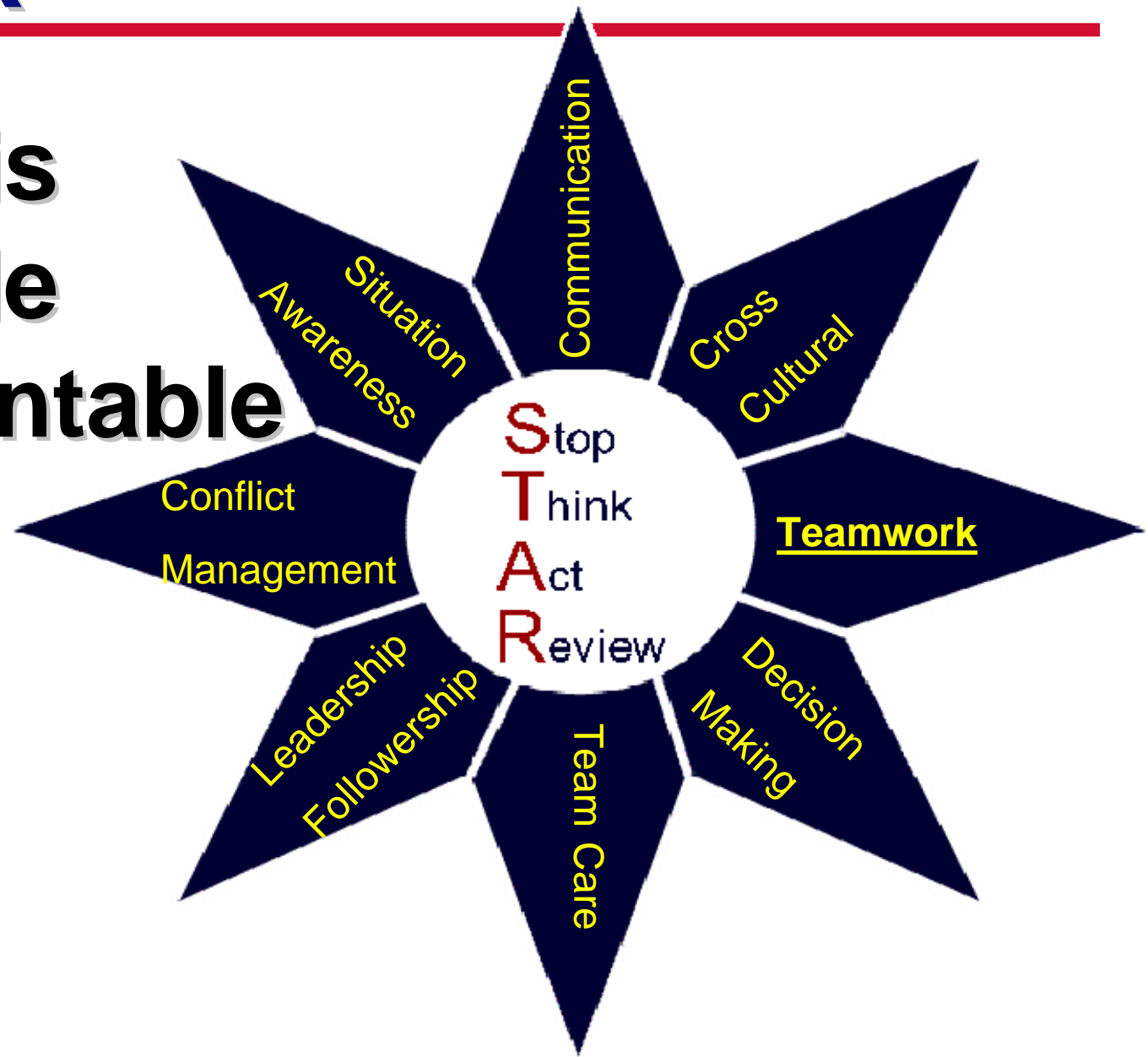
**Leaders keep
the team
on goal(s);
followers follow
unless ...**



For more info on High Reliability Organizations: Weick, Karl E.; Kathleen M. Sutcliffe; *Managing the Unexpected - Assuring High Performance in an Age of Complexity*.

Teamwork

Everyone is responsible and accountable for their part



That was anti-climatic!?

- It isn't about the
 - model,
 - definitions or
 - hierarchy

- It's about the training and implementation

For more information on Navy's Team Dimensional Training:
https://www.spider.hpc.navy.mil/index.cfm?RID=APP_OT_1000155

5 Lessons Learned about Team Training

- **It's all or nothing**
- **Use these skills when you don't need them so you won't need them later**
- **It's a marathon, not a sprint**
- **Training these skills is easier & harder than you think**
- **It starts with the leader**

Lesson Learned (LL) #1: It's all or nothing

- **Lose the value of your training if you train skills in isolation**
- **Who has had training on how**
 - **leadership affects communication, or**
 - **leadership and communication affect teamwork**
- **It is all or nothing, A+ or F**

LL #2: Use these skills when you don't need them so you won't need them later

- **Good team skills needed during**
 - **an ops emergency**
 - **a project crisis**
- **Two important concepts**
 - **Error chains**
 - **Old/ bold fighter pilot's motto**

LL #2: Use these skills when you don't need them so you won't need them later

- If you use good team skills
 - At daily, weekly status meetings,
 - When making 'small' decisions, or
 - When you think you don't really need them,
- You develop a High Perf Team, which ...
- Uses its skills to ensure that you don't ever get to a crisis situation, where ...
- You need A++++ team skills to avert failure, so ...
- Be an old, bold ~~fighter pilot~~ project leader

LL #3: It's a marathon, not a sprint

- **Can't bring in consultants for a half or even 2 day course**
- **Team training must be**
 - **Introduced in the full project and team context**
 - **Introduced early**
 - **Reinforced continually**

If project length = 6 months or years, then

team **learning length = 6 months or years**

LL #4: Training is easier and harder

- **Harder because there is no**
 - **Single course**
 - **By-the-numbers cookbook process**
- **Easier because adults learn outside of formal training**
 - **A large portion of learning is informal**
 - **Practicing**
 - **Watching other people**

LL #5: It starts with the leader

- **Guess who is the prime role model: you**
 - **What you exhibit/ tolerate/ reward/ mentor**
- **Link between leadership training and mentor commitment**
- **You build the culture, expectation and model that good team skills are required**

How we train our High Perf Teams?

- Making team skills an explicit training requirement
 - Embedding team training in technical/mission training
 - Formalizing informal learning
 - Training our instructors and senior ops people
-
- Hoping to extend team learning outside console operations
-

How you can train your High Perf Teams?

- Look at where you had a problem in your last project
- Look at what team skill weaknesses contributed to those problems
- Look at possible
 - Formal training
 - Structure some informal learning
 - Change your processes*

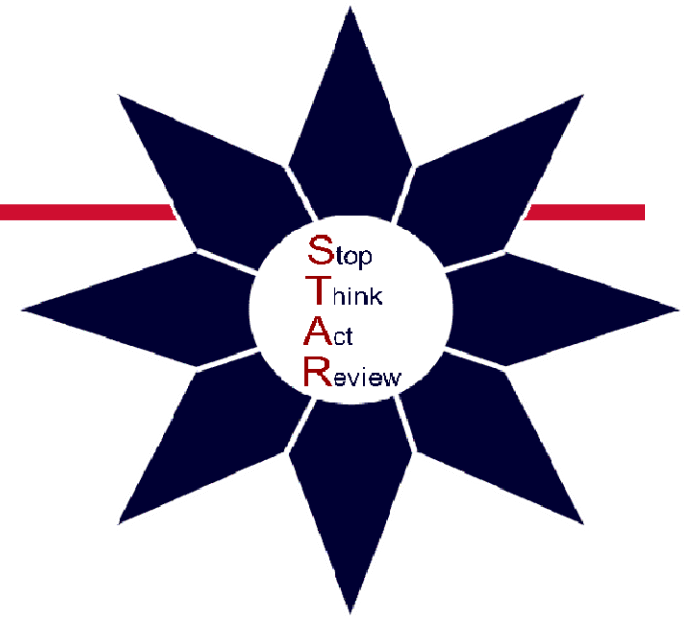
What did your boss recommend?

- Look at where you had a problem in your last project
 - Proof-of-concept test failure before CDR
- Look at what team skill weaknesses contributed to those problems
 - Decision-making (How was CDR readiness determined?)
 - Situation Awareness (Why was failure unexpected?)
 - Communications (How was info transmitted/ received?)
 - Conflict Management (How was conflict resolved?)
 - Followership (How assertive was the situational leader?)
 - Leadership (Did the team know your goals?)

What did your boss recommend?

- **Formal training**
 - Initial classes to introduce concepts
 - Train what/when team skills applicable when you train IMP/IMS, EVMS, TPM, etc.
- **Structure some informal learning**
 - Provide guides on various skills to team members on what to look for at meetings
 - Provide guides to mentors on topics (last project as a case study?) and to draw on personal experiences
- **Change your processes**
 - Change test or CDR checklist to explicitly address communication, decision-making, situation awareness points, etc.

Summary



- **Train**

1. **Integration of the skills
(All or nothing)**

2. **Culture versus skills (Use before need)**

3. **From 1st to last day (Marathon)**

4. **Informally and formally (Easier & harder)**

5. **Through mentoring/ observations (Leader as a role model)**

- **Believe team skills are important ***

*Helmreich, Robert L. and Merritt, Ashleigh C.;

"Culture at Work in Aviation and Medicine" Page 23